

Leadership and Management Development Activities in the States

A Partners for Recovery Initiative

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Prepared by the National Association of State Alcohol and Drug Abuse Directors, Inc.
and Abt Associates Inc. for the
Substance Abuse and Mental Health Services Administration
Center for Substance Abuse Treatment

Background

- SAMHSA recognizes that visionary leadership and competent management are crucial to the substance use disorder field.
- NASADAD created and issued a membership inquiry in January 2004 to determine what types of leadership and management development activities were occurring in the States and to inform SAMHSA's leadership development initiatives.
- The inquiry focused on the qualities and skills of successful leaders and managers. The tool defined leadership and management as follows:

Leadership

- Motivating by communicating visions & goals
- Balancing diverse needs
- Acting for the advancement of the field
- Taking appropriate risks
- Anticipating trends/strategic planning
- Communicating effectively
- Policy and financial development
- Mentoring

Management

- Building teams
- Marketing & product development
- Imparting organizational values
- Communicating organizational visions
- Planning and management
- Budgeting/financial management
- Recruiting/managing personnel
- Running meetings

Methodology

- The inquiry instrument was divided into 2 sections: *Leadership Development* and *Management Development*.
- Three audiences within the State addiction treatment system were identified: 1) State Agency Directors, 2) State staff, and 3) treatment providers.
- Completion of the instrument was voluntary. The instrument was sent by Federal Express to members. Follow-up occurred through e-mail, fax, and direct contact with the NASADAD Regional Directors.
- NASADAD members were asked to identify leadership and management development activities that each group (Directors, staff, providers) had attended within the last two years.

Methodology, Cont'd.

Membership inquiry yielded a total of **39** responses

Respondents (39) - AL, AZ, AR, CA, CO, CT, DE, DC, FL, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MI, MS, MO, MT, NV, NM, NY, NC, ND, OH, PA, RI, SD, TN, TX, UT, VA, WA, WI, WY

Non-respondents (12) - AK, GA, MA, MN, NE, NH, NJ, OK, OR, SC, VT, WV

- A second round of questions was developed for States that indicated they had formal mentoring and leadership/management development programs.
- NASADAD staff contacted 15 State Agency Directors individually to discuss State-funded leadership/management development programs, and asked for additional information concerning:
 - The length of the program;
 - Staff who attended the program;
 - The faculty for the program;
 - The training model; and
 - The supporting curricula and program documentation.

Methodology, Cont'd.

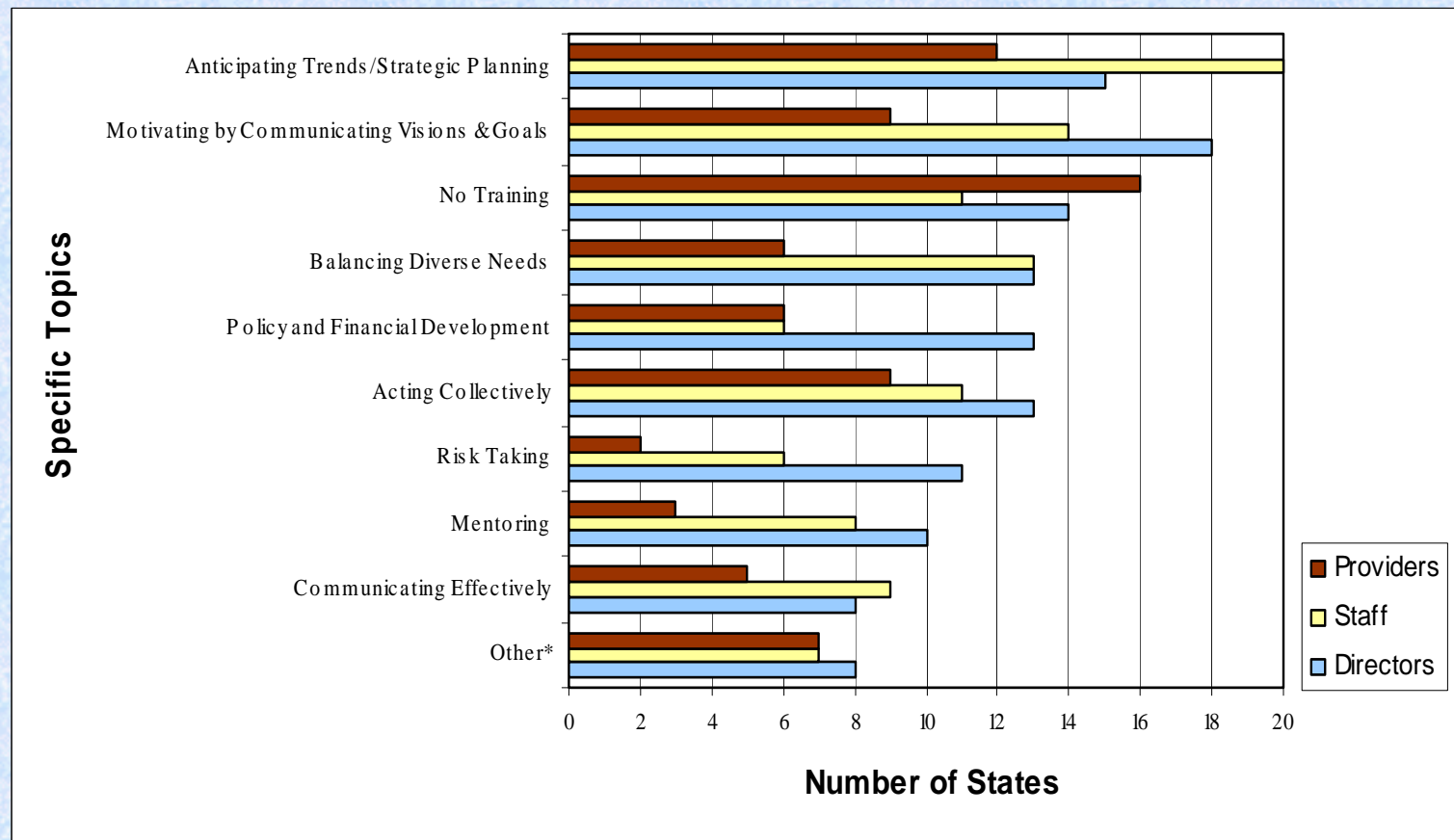
- NASADAD staff received responses from 4 State Agency Directors who noted that formal mentoring systems existed in their department or divisions. NASADAD staff asked for additional information regarding these programs, along with any available printed materials and supporting documents.
- NASADAD members were asked about provider leadership and management development activities, but were not expected to conduct research into these activities.
- Substate entities responsible for administering the public treatment system at the county, State or regional levels were included as providers.

Findings & Discussion

Leadership Development

Number of States Covering Specific Topics in Leadership Training for State Directors, Staff, and Providers

(N=39 States)



* Includes topics such as “Using Data to Manage” and “Working Effectively with State Legislatures”

State Leadership Development Activities

State Leadership Development Models

- Arkansas has a 15-month Leadership Development Initiative for individuals selected by the Division Director to participate in the program. The initiative covers:
 - Budget and legislative process
 - Communication
 - Diversity
 - Habits of highly effective people
 - Managing human resources
 - Mediation and facilitation skills
 - Mentoring
 - Planning and project management
- During 2001-2002, the State of Illinois conducted a Leadership Development Initiative for middle management at a State university. This 6-month program applied the basic premises of systems management. Identified course outcomes included:
 - Identifying and demonstrating the importance of self-awareness to enhance learning;
 - Presenting ideas in an organized manner;
 - Using system theory as a process for assessment and problem solving; and
 - Identifying, describing, and applying the five disciplines of a learning organization.

Provider Leadership Development Activities

National and Regional Leadership Conferences

- The National Association of Addiction Treatment Providers (NAATP) sponsors a 4-day conference with training workshops for members in executive leadership at the “Annual Addiction Treatment Leadership Conference”;
- The Southeast Conference on Addictive Disorders (SECAD), co-sponsored by NAATP and the Medical College of Georgia, offers a 4-day seminar that focuses on leadership and management development for treatment professionals;
- Many State Agencies sponsor Statewide conferences targeted to providers.

Provider Leadership Development Activities, Cont'd.

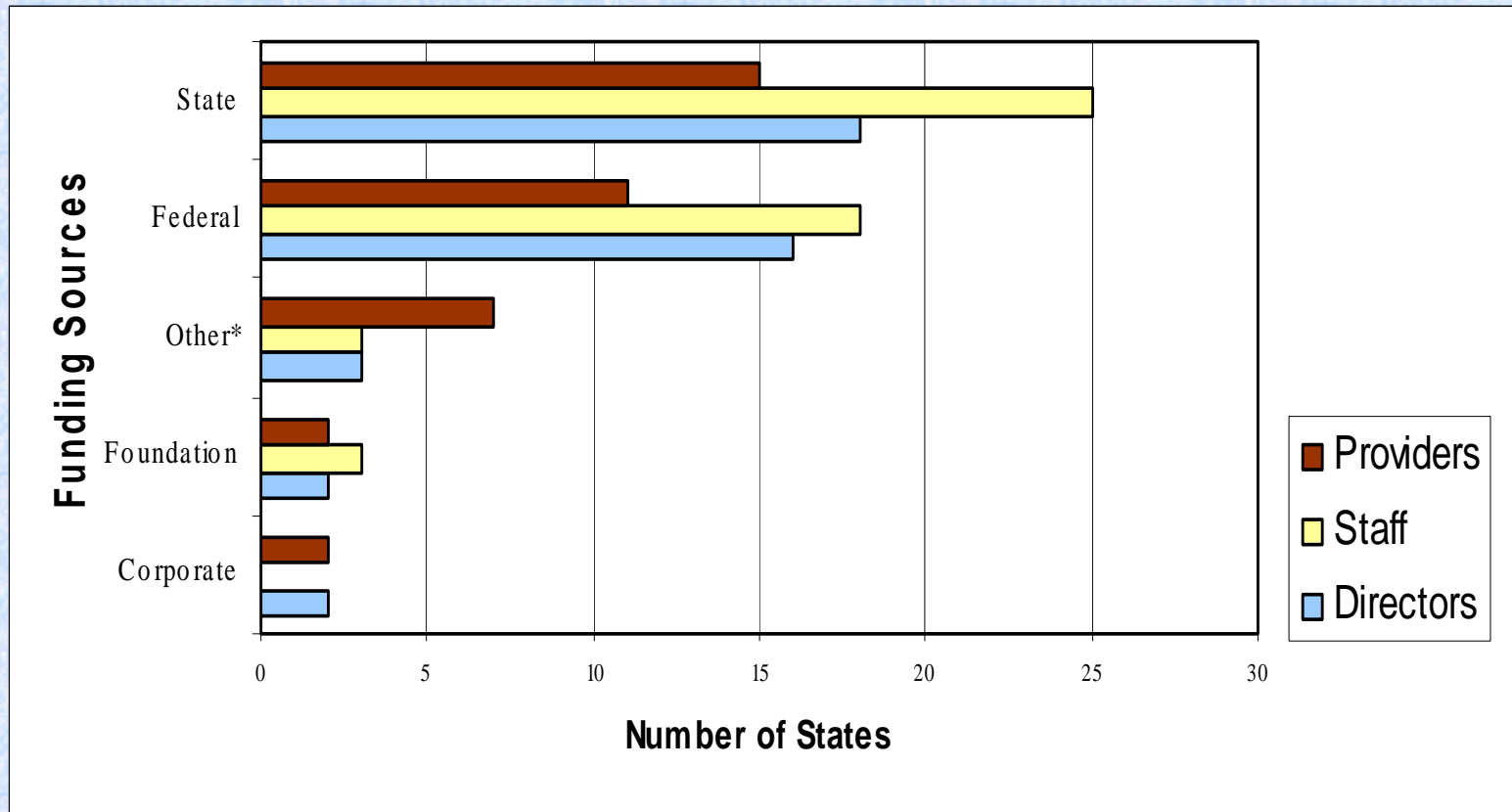
State Leadership Institute

- Ohio offers a certificate program, L2000+ Leadership Academy, that promotes the identification and development of current and emerging leaders in behavioral health care. The Academy is administered through the Ohio State University John Glenn Institute for Public Policy.
- The vision of the program is to create a leadership institute of excellence by:
 - Offering innovative, individualized, and diverse learning opportunities;
 - Creating an ongoing learning community and growth across professional boundaries;
 - Developing the skills to meet and exceed the needs and expectations of customers; and
 - Building capacity to improve quality, cost effectiveness, and access.

Provider Leadership Development Activities, Cont'd.

- Participants in Ohio's L2000+ Leadership Academy meet monthly in a year-long structured program. Participants are recruited from public and private behavioral health organizations and from programs/services that are linked to behavioral health care (law enforcement, medicine, graduate programs, etc.).
- The key components and learning modalities of the Academy include:
 - Building a working base of knowledge, personal attributes, ethics, and leadership skills;
 - Setting individual goals and developing a learning track utilizing newly created and existing courses and programs;
 - Integrating diversity and a variety of world views;
 - Creating opportunities to dialogue with national and Ohio leaders in the field of behavioral health care;
 - Mentoring and coaching;
 - Applying learning to a specific project and to case studies on challenges confronting behavioral health care leaders;
 - Using and applying technology as a communication, data analysis, and learning modality; and
 - Building opportunities for ongoing reunions and dialogues with graduates of the Academy along with ways to integrate graduates within the ongoing program.

Funding Sources for Leadership Training of State Directors, Staff, and Providers

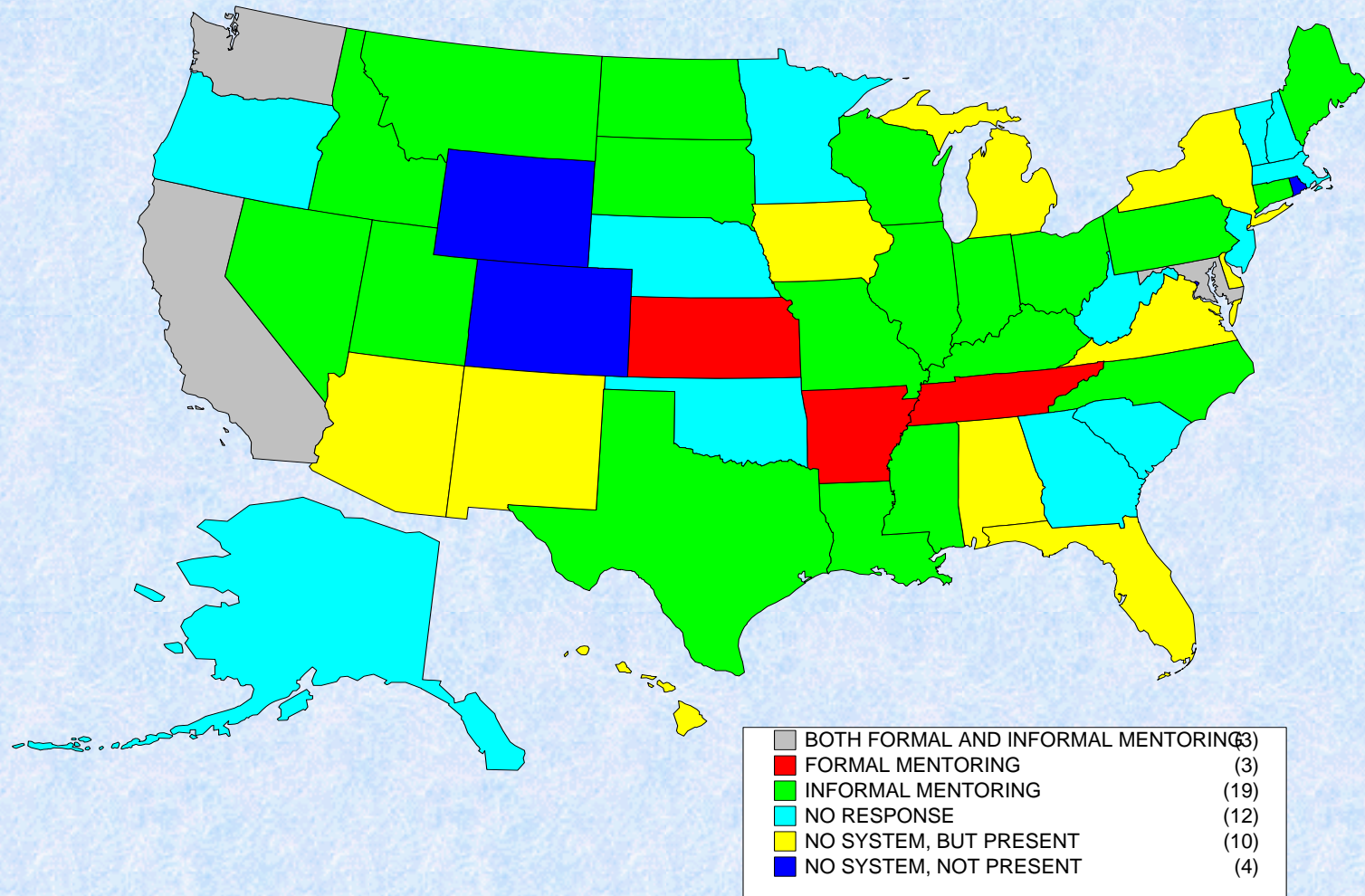


- Includes private and non-profit funding, grants from local sources and self-pay.

Leadership Training Funding

- The use of State and Federal funding to support leadership training suggests that States are leveraging Federal dollars to maximize the benefit that can be gained from State funds.
- State and Federal funding sources are critical to leadership development efforts. More resources are being utilized for staff leadership development activities than for Director development.

Leadership Mentoring Activities, By State



** States are coded based on results from the initial inquiry.

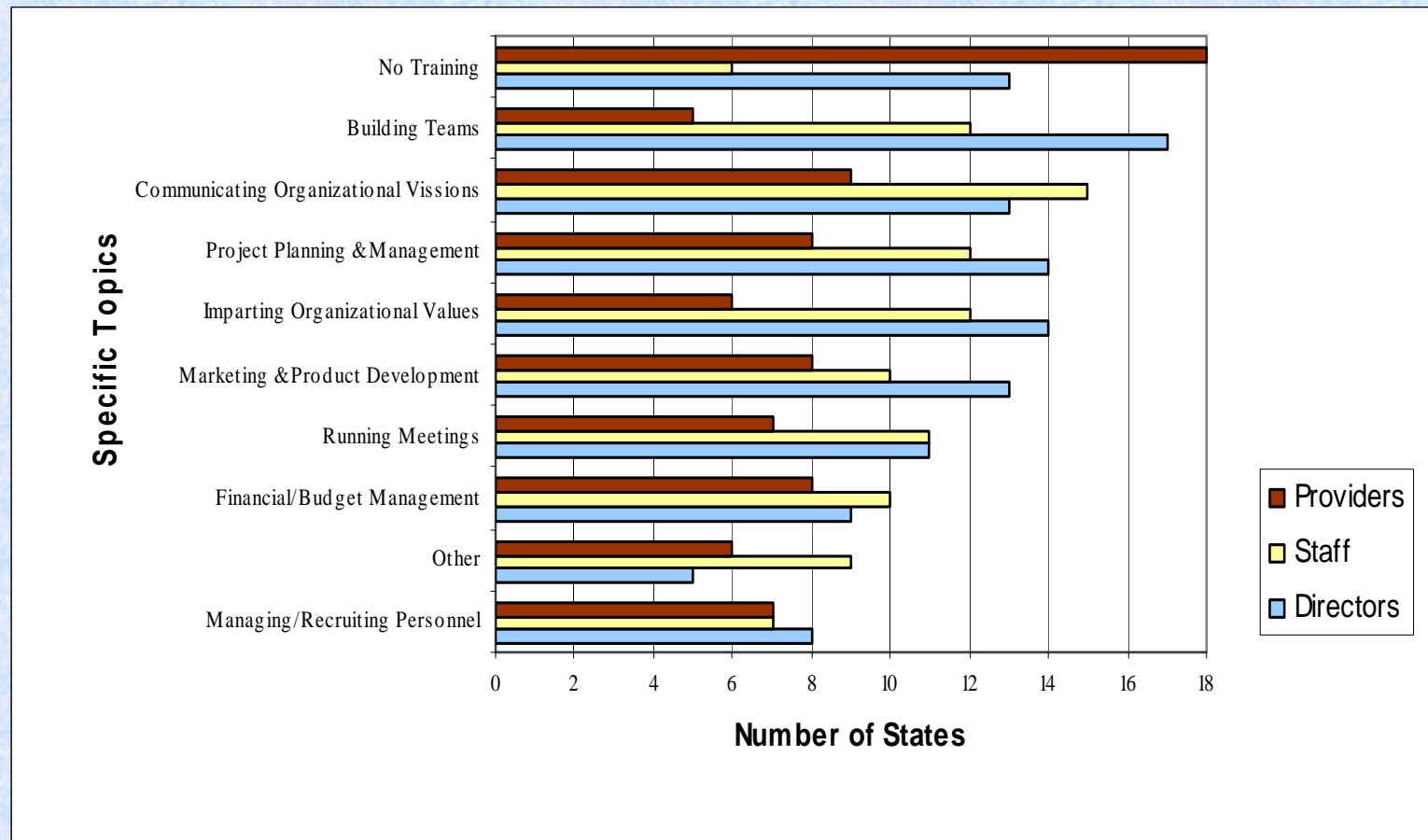
Leadership Mentoring Activities

- 22 States actively encourage informal mentoring in their State AOD Agencies. This number includes 3 States that have both formal and informal mentoring systems.
- 12 States did not respond to the inquiry and 4 States and the District of Columbia indicated that they had no informal or formal mentoring systems.
- Maryland is in the process of developing a mentoring program targeted to treatment providers.

Findings & Discussion

Management Development

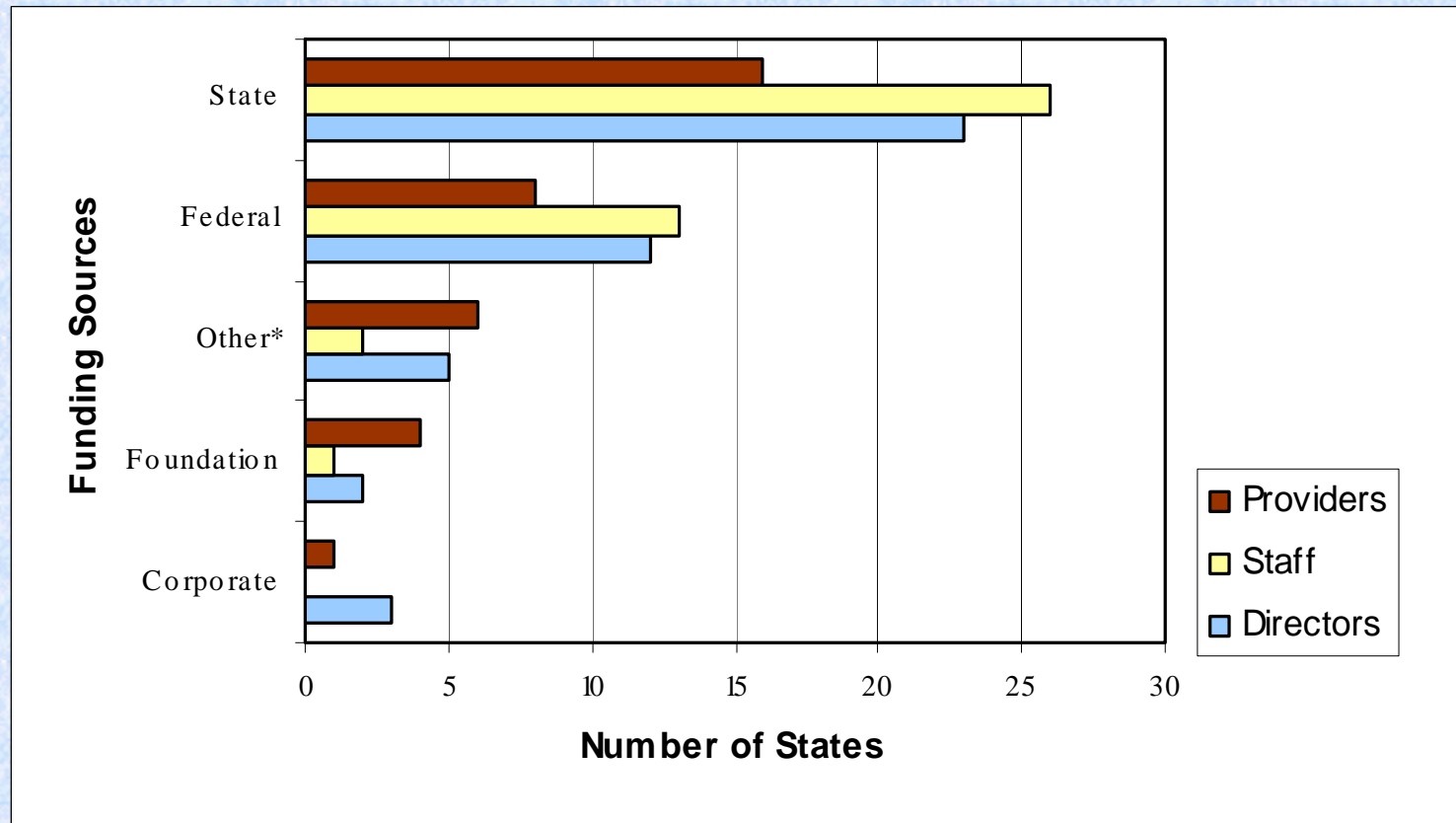
Management Training for State Directors, Staff, and Providers



State Management Training Activities

- California has a required 2-week (80-hour) course in basic supervision for all State managers.
- Louisiana and Maryland offer a generic management training course for mid-level managers as a component of their State government human resource development plan.
- Louisiana Association of Non-Profit Organizations (LANO) offers a certificate program in “Excellence in Non-Profit Management.” These 1-day courses are open to LANO members only.

Funding Sources for Management Training of State Directors, Staff, and Providers



- Includes local funding and grants, self-pay, and unidentified sources.

Management Development Funding

- Management development is largely funded by the States.
- Dramatic shortfalls in State budgets may have a negative impact on the availability of management development activities in the future.

Conclusions

Conclusions of the NASADAD Inquiry

- Leadership and management development initiatives are insufficient and inconsistent across States.
- Ohio's L2000+ Leadership Academy was the only comprehensive leadership program identified as being specifically designed for the behavioral health profession.
- Directors, staff, and providers need on-going, generic management and leadership training.
- Management staff (both State staff and providers) need to understand the implications of specific policy issues and their impact on agency administration and the public treatment system.
- Agency Directors, staff, and providers need leadership training tailored specifically to the substance use disorder field.